

## Prepare the Organization

Leaders must spend the majority of their time in preparing the organization and managing for results.

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Acting City  
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**Purpose:** The purpose of preparing the organization is to build the foundation for implementing the Investing in Results effort by securing the commitment of departmental leaders, employees at all levels.

### Key Concepts:

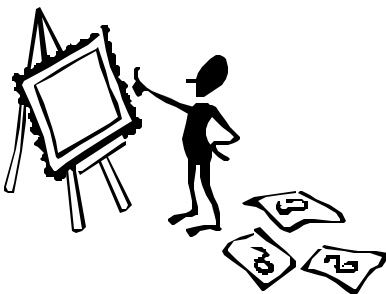
- ❖ Build on previous successful efforts.
- ❖ Commitment is necessary at all levels of the organization.
- ❖ Identify capacity and establish needs, roles and responsibilities before you start.
- ❖ Involve everyone in the organization to successfully make this effort the way we do business.

### What is it?

Preparing the organization lays the foundation for translating the Investing in Results effort into the day to day operations of the City of San Jose. Recognizing that the City has undertaken many initiatives to improve services and organizational excellence, Investing in Results brings together the best practices and integrates them into a comprehensive Citywide focus.

Before launching the effort within the department, it is essential to secure the commitment of leaders and to clarify the needs, roles and responsibilities of everyone involved. The commitment of the City's top elected and appointed officials is essential to the success of the Investing in Results effort. The Mayor, City Council, and Acting City Manager have all expressed their commitment. Within each department, office and agency, it is up to senior leaders to lead the implementation within their organizations.

Although Investing in Results incorporates previous practices, it represents a significant undertaking for the City and thus



This effort will rebuild the public's confidence in our ability to get things done.

Mayor Ron  
Gonzales

assistance of a centralized coaching team. The purpose of the coaching team is to help departments implement the effort to achieve both department and citywide goals. The long-term success of the effort will also require additional capacity in the City's financial and information management systems.

On a departmental level, the Facilitator will manage the implementation and be the principle liaison with the citywide coach assigned to the department. The cross-functional and multi-level Departmental Support Team will help guide the implementation, serving as a sounding board for issues as they arise. The size and complexity of departments will determine the required time commitment and the extent of training necessary for those involved.

Finally, preparing the organization requires commitment to the key principle of employee involvement and partnership. Everyone contributes to the services provided to the City's residents. It is imperative that those who are responsible for providing the service define what the services are and how to measure the services. Employees at every level of the organization should be able ultimately to use performance information to manage their day-to-day work.

## **Benefits of Preparing the Organization**

Here's a summary of benefits of preparing the organization before launching the effort:

- ❖ Ensures that best practices of past successful efforts are incorporated in effort.
- ❖ Clarifies needs, roles, and responsibilities of everyone involved.
- ❖ Gets everyone on the same page.
- ❖ Sets the broad context for getting to where we want to go.
- ❖ Establishes communication channels.
- ❖ Cultivates understanding of the key principles.
- ❖ Ensures the effort is led, not sold.

## How do we do it?

### INITIAL MEETINGS

The commitment of the Department Director and the managers and supervisors at all levels of the organization is critical for the success of this kind of effort.

Robert Cordona  
Roadway Markings  
Crew

#### Purpose of the Meetings:

**To set the broad context for departmental implementation of Investing in Results.**

#### Products of the Meetings:

- ❖ **Commitment**
- ❖ **Understanding of needs, roles and responsibilities**
- ❖ **Understanding of application of key principles**

1. Convene a meeting with the Department Director, Facilitator, Coach and Labor Liaison. The Facilitator and Coach should meet prior to this to set the agenda for this meeting. A recommended agenda would include a discussion of the key principles in Investing in Results and of the roles and responsibilities of each of the attendees in implementing Investing in Results. Refer to the KEY IMPLEMENTATION ROLES (Attachment 1) for a description of suggested roles. In addition, the attendees should discuss the role of the Labor Liaison and any special circumstances that should be considered in arranging Benefits and Concerns Workshops. The discussion should also include the identification of any other unique needs in the department that may effect implementation.
2. The meeting should proceed to outline the general steps involved in implementation, which provide the framework for the departmental implementation workplan. The role of the Departmental Implementation Team should also be discussed at this meeting, so that the Director can appoint appropriate team members.
3. Once the Departmental Implementation Team has been appointed, convene a subsequent meeting with the Team, the Director, Facilitator, Coach and Labor Liaison. The



Facilitator and Coach should work together to develop the agenda for this meeting. The meeting should clarify the Team's role as an implementing body and a sounding board, rather than a decision-making body.

4. The Implementation Team should discuss issues related to implementation that will help to shape the departmental workplan. Although a departmental workplan is not required, it is a good idea to have one since implementation will involve so many people and take a lot of time. It is recommended that the Implementation Team establish regularly-scheduled meetings during the initial stages of implementation, at least.
5. If the department is going to prepare a workplan, it is recommended that it be done after the Implementation Team meeting and before the department kick-off.

#### **DEPARTMENT KICK-OFF**

##### **Purpose of the meeting(s):**

**To inform all employees about Investing in Results and answer questions. To communicate the commitment of the Department Director.**

##### **Product of the meeting(s):**

**Employee understanding of why the City is undertaking Investing in Results, what it looks like, the roll-out schedule and need for employee involvement.**

1. The Facilitator and Coach should develop the agenda for this meeting and review it with the Director. It is recommended that the Director open and lead the meeting. The Facilitator and/or members of the Implementation Team may also want to present information and answer questions. In general, the meeting should cover the why, what, how and when of Investing in Results. The meeting should include sufficient time for questions and should



identify the date(s) for the first Benefit and Concerns workshop.

2. For many departments, more than one departmental meeting will be required due to department size, geographical separation, shift assignments, or simply to ensure adequate opportunity for everyone to attend.

## **PHASE I BENEFITS AND CONCERNS WORKSHOP**

### **Purpose of the Meeting(s):**

**To provide a non-threatening environment for employees to ask questions and express concerns about the effort.**

### **Product of the Meeting(s):**

#### **List of benefits and concerns.**

The Labor Liaison will work with the Facilitator, Implementation Team and labor leaders within the department to identify the appropriate groups of employees to participate in Benefits and Concerns Workshops and appropriate times to schedule the workshops. In general, Benefit and Concerns workshops are held for front-line employees without supervisors and managers present. Additional workshops may be held for supervisors and managers at their request.

After the workshops, the Labor Liaison will follow up on concerns as needed. Concerns and issues may be taken to the Facilitator, the Implementation Team, Coach or Team Leader. Responses will be communicated back to the employees, as needed.

